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THE TRAINING OFFICER'S GUIDE TO

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11 October 1973

As Director of Training, I want to express to you my strong interest in the assignment you have undertaken as a Training Officer for an Agency component. Your responsibility, as mine, is a serious professional matter in helping to see that our people are prepared to handle their jobs in a manner that is satisfying to themselves and to the Organization. Our success will be measured to the extent that we work together; for in fact, we need each other's assistance in making sure that training is available to all personnel at the appropriate time and level in their career development.

We are at the threshold of a new time and new challenges for the Agency. There are tough problems to solve, and there are, no doubt, many problems yet to be identified. But being concerned with the preparation of employees to do their best in enhancing the national security, OTR and training officers throughout CIA have much to do--and we should take pride in doing it.

You will become informed of the ways in which we in OTR are trying to do our jobs better. We want you to know the new programs we are offering and the new organization we have set up to make these programs and our work, in general, more effective. We encourage your participation and interest. And we want you to know that we regard the Training Officer function you perform as one of significance, challenge, and importance.

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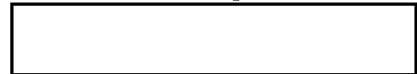
Alfonso Rodriguez
Director of Training

Proposed Position Description

Component Training Officer

The Component Training Officer will:

1. Provide information and guidance to supervisors, career managers, and career panels and boards on internal and external training programs suitable to the individual career development of employees in his component.

2. In coordination with component officials, assist in development of training profiles to be incorporated in the Professional Development Program established in the component.

3. Identify, as requested by the Office of Training and other components, requirements for regular and special instructional programs conducted or administered by those components.

4. Coordinate applications for attendance at internal training programs and at Agency-sponsored programs at non-Agency facilities.

5. On a regular basis, maintain liaison with OTR's Registrar primarily, with other instructional personnel in OTR, and with Training Officers in other components to ensure currency of substance and scheduling of programs by those components.

6. Attend briefings, workshops, conferences on training conducted or sponsored by the Office of Training or by other components in the Agency.

SELF STUDY PROGRAM

The Self-Study Program, operated by OTR, enables individual Agency employees to take courses and attend lectures on their own initiative and at their convenience by the use of video cassette and audio cassette systems. There will be at least two Self-Study Centers, one at Headquarters and the other in the Ames Building, equipped and configured for individual use for training cassettes offered by OTR. Another possibility is the use of mobile self-study units where the equipment and cassettes can be loaned to an office for a group presentation or made available for a period of time (four weeks) for individual use by members of that office. Credit will be given for this training if requested by the student and if a satisfying level of achievement is verified. Currently available are:

Video Cassettes

"Management by Objectives", by John Humble
"Motivation to Work Series", by Professor Herzberg
"Time-Life Video Speed Reading System"

Audio Cassettes

"Listening on the Job" Anastasi/Dimond
MBO Drucker/Humble Workshop"
MOR Overview (Morrisey)
IBC "Managing Individuals Effectively"
AMA "The Goal-Setting Session" (Valentine)
"Youth, Change, and the New Labor Force" (Feinberg)

GUEST SPEAKER PROGRAM

The Program consists of a series of monthly lectures on a spectrum of subjects. Outside scholars are invited to address CIA employees and those of member agencies of the Intelligence Community in the auditorium. The Program is designed to provide intellectual stimulation to Agency employees, and the subject matter of each presentation has a significant bearing on the current or prospective work performed by the Agency or the intelligence community. The lectures are presented in such a way as to be of interest to a cross-section of Agency personnel.

Information on the monthly lectures, scheduled for the second
Tuesday of each month, can be found in <u>Employee Bulletins</u>,
and will be publicized on bulletin boards in all Agency
buildings. Admission is by ticket only.

THE OFF-CAMPUS PROGRAM

The Agency is conducting an Off-Campus Program in
cooperation with the Northern Virginia Regional Center of
the University of Virginia. Classes are held in the Headquarters
Building except for some of the information science courses
which require the use of computers, the latter are held in the
Chamber of Commerce Building. The fall semester began the first
week in October and will be completed in time for students to
enroll in the spring semester which will begin the last week
in January 1974. Classes are conducted on Tuesday, Wednesday,
and Thursday evenings between the hours of 5:30 - 8:00 p.m. All
courses qualify for academic grade and credit toward certificate
and degree programs; it should be noted that although overt
personnel only can be accommodated in this program for academic
credit purposes, personnel under cover <u>may</u> enroll with the
understanding that they will not receive academic credit at
this time. It is <u>hoped</u> that arrangements will be made for
them to receive credit retroactively for courses taken during
the fall 1973 semester and that they will be eligible for full
participation in the spring semester.

Tuition costs are covered by the Agency because the courses
offered are considered to be "career enhancing" and thus qualify
for sponsorship under the Government Employees Training Act.
Employees requesting courses should complete Form 136, "Request
for Training at Non-Agency Facility",and submit it directly to
the Office of Training through their Training Officer. For
further information on the Program, call the Office of Training,
extension [ ] details of courses offered are included in
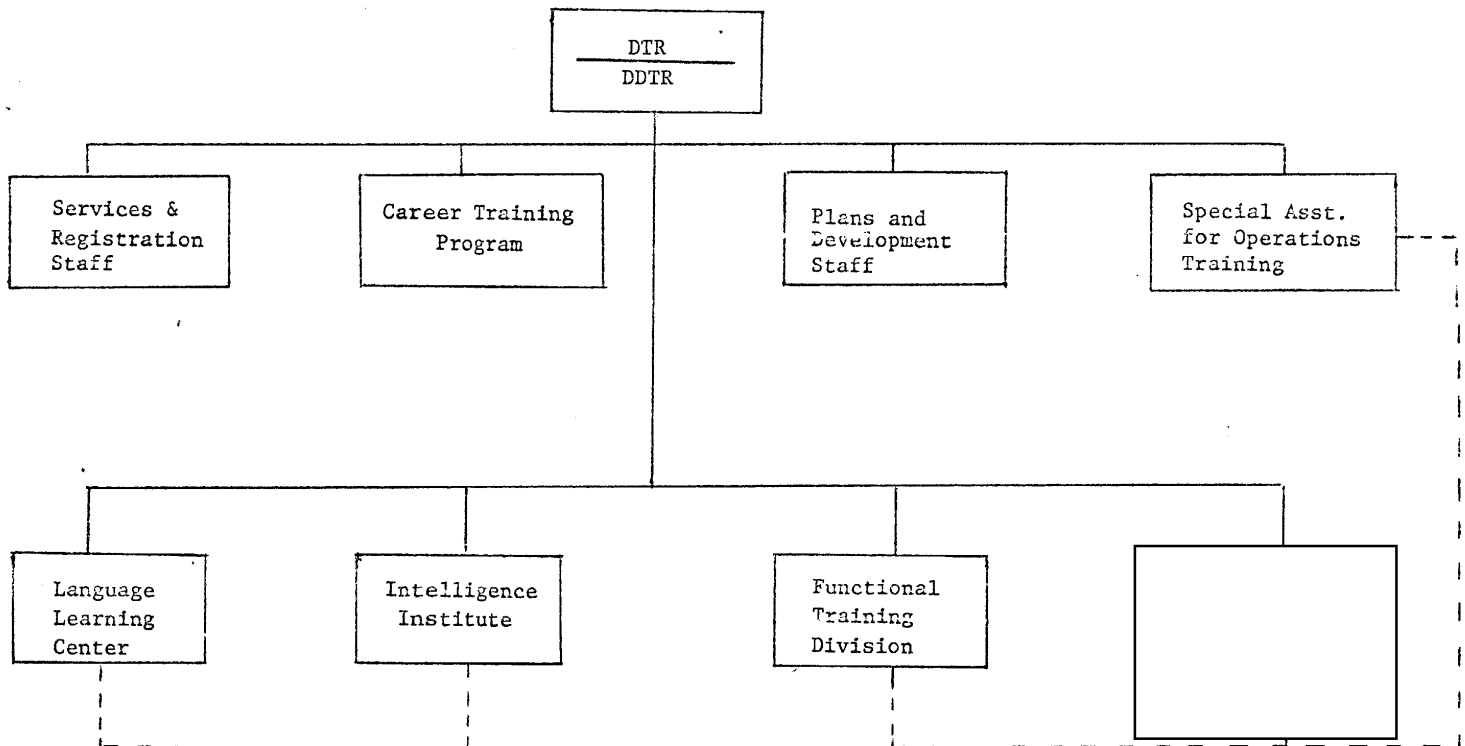<u>Employee Bulletin</u> No. 374, 14 September 1973.

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THE OFFICE OF TRAINING

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Services & Registration Staff	Career Training Program	Plans and Development Staff	Special Asst. for Operations Training

| Language Learning Center | Intelligence Institute | Functional Training Division | |

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SERVICES AND REGISTRATION STAFF

The Services and Registration Staff represents an
amalgamation of the classical support activities of the
Office of Training with the Registrar function formerly
located in the Instructional Support Staff. It combines
the personnel, security, budget and fiscal, and logistics
services with the functions of the former Admissions,
Information, and Records Branch which administers the
Agency's external training program.

CAREER TRAINING PROGRAM

The Career Training Program selects and prepares highly
qualified young men and women (both from within and without
the Agency) for professional careers in CIA. The program
provides for an extended period of formal training and
interim on-the-job assignments in order to develop the pro-
fessional potential of these individuals to fill positions
of increasingly greater responsibility within the Agency.
The CTP staff is responsible for all administrative, personnel
and training matters concerning each Career Trainee (CT)
until the individual completes training and is permanently
reassigned to one of the Directorates.

PLANS AND DEVELOPMENT STAFF

This staff incorporates the former Plans Staff and units
related to both short and long-term development of instructional
personnel and programs. (These activities were formerly
dispersed among the Office of the Director of Training, the
Executive Assistant, and the Instructional Support Staff.)
Essentially, these activities include the Secretariat to the
DTR and DDTR (Plans Group), support to the Board of Visitors,
Guest Speaker Coordinator, Career Management Officer, Component
Training Coordinator, OTR Training Officer, Equal Employment
Opportunity Officer, and Instructional Development and Training
Services.

SPECIAL ASSISTANT FOR OPERATIONS TRAINING

Serving as the principal focal point within the Office
of Training for contact with the Operations Directorate to
ensure that training within the entire range of operational
subject matter is current, authoritative, and responsive
to the requirements of the Operations Directorate, this Special
Assistant is the DTR's advisor on all matters dealing with
operations training.

LANGUAGE LEARNING CENTER

The staff of the Language Learning Center develops
and conducts courses in approximately twenty foreign lan-
guages for Agency employees assigned at Headquarters.
(They are also equipped to teach English as a foreign
language.) As required, courses are conducted for
dependents on a space-available basis. The staff develops
and conducts proficiency tests, the results of which are
recorded in the Agency's Language Qualifications Register;
administers the Before-and-After-Hours Language program
(BAHLT); and supports CIA's Language Development Committee.

INTELLIGENCE INSTITUTE

The Intelligence Institute develops and conducts the
general courses of the OTR core curriculum which have as
their main objective the expanding of the knowledge and
perspective of attending intelligence officers about the
Agency, the Intelligence Community, and the various factors
which impact on the intelligence profession. These courses
include the Senior Seminar for supergrades and promising
GS-15's, the Midcareer Course and the Advanced Intelligence
Seminar for middle-level officers, and the Intelligence
in World Affairs Course for new Agency professionals. It
also provides general orientation, including the new course,
CIA: Today and Tomorrow, and the Management and Services
Review: Trend and Highlights.

Area training offered by the Intelligence Institute
includes the China Familiarization Course, the Latin American
Area Seminar and Orientation for Overseas, as well as ad hoc
area courses to meet special requirements. Briefings on
CIA, the Intelligence Community and related subjects are
provided for a variety of visiting groups and individuals.

The Institute has recently begun a series of monthly
lectures on a spectrum of subjects in the Agency auditorium
which are open to employees of CIA and other agencies of the
Intelligence Community. Finally, the Intelligence Institute
is in the process of developing a capability for research into
selected aspects of the intelligence process.

FUNCTIONAL TRAINING DIVISION

This division is responsible for the development and conduct of all skills training programs (except those presented [   ] regardless of the functional nature of a course. Thus, it consolidates in a single division the responsibility for Collection, Intelligence Research, Intelligence Production, Communications Skills, Information Science, Management, Supervision, Administration and Clerical skills training programs. It also includes the responsibility for Agent and Liaison Training.

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Operations Training Program

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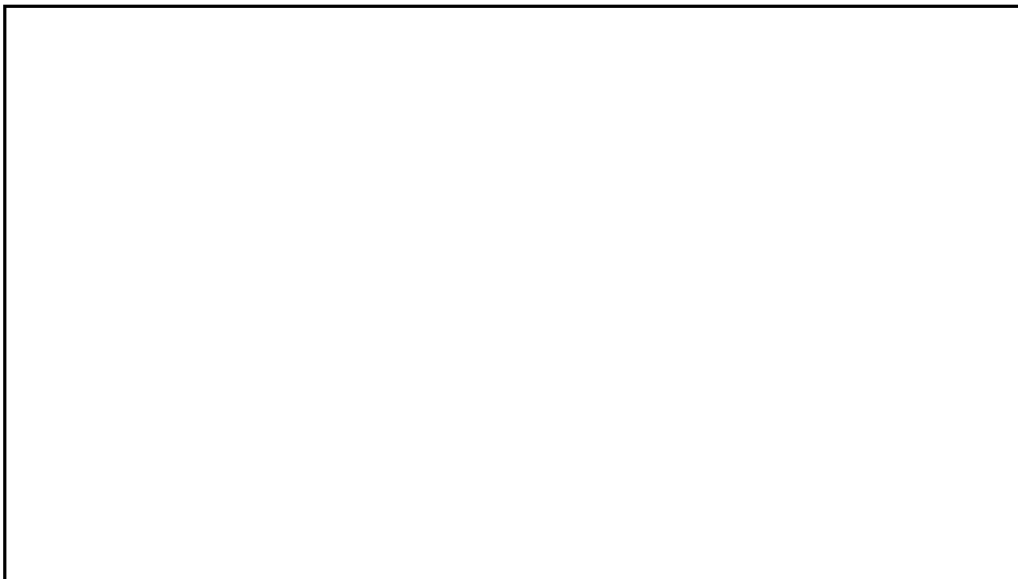
Intelligence and Communications Skills Training Programs

This group of courses provides training for intelligence research analysts; for writers of intelligence information reports, finished intelligence, memoranda, and staff studies; and for those who give briefings. Training for intelligence research analysts includes requirements, collection programs, processing, storage and retrieval, analytical techniques and methods (including the use of the computer as an analytical tool), production methods of each producing office, and uses of finished intelligence. On request, special courses are developed for individual offices to meet the needs of their analysts.
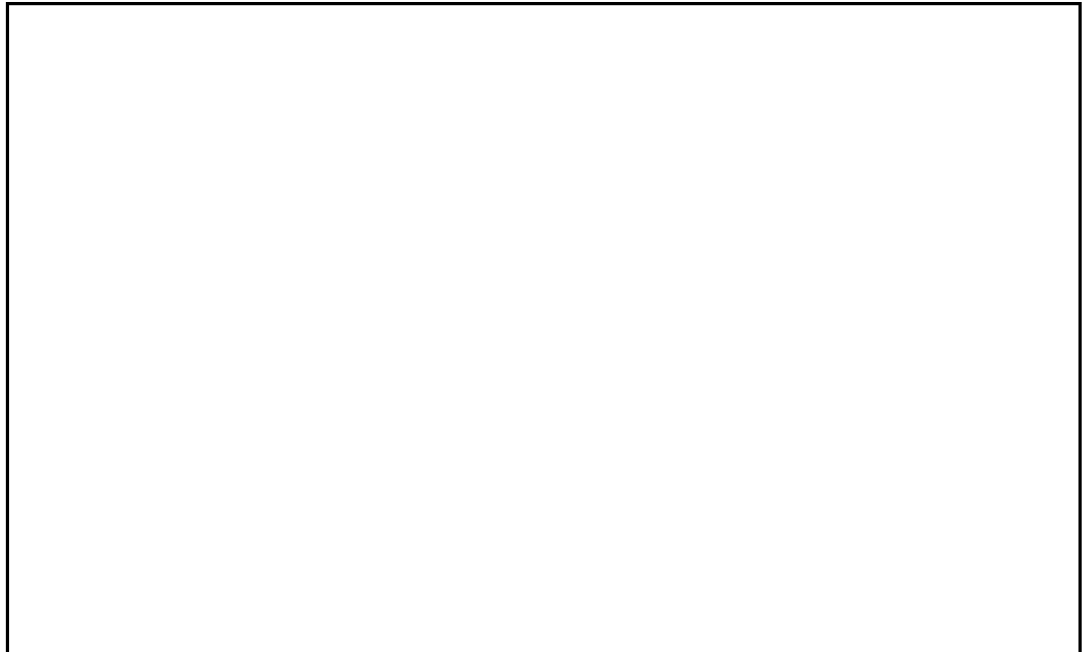
Information Science Training Program

The Information Science Training Program provides courses in computer science, operations research and systems analysis as they relate to intelligence collection, production and support tasks. It also provides segments of instruction on these topics in other OTR courses and at DIA and NSA. The facilities for these courses, formerly located at the Defense Intelligence School in Anacostia, are now in the Chamber of Commerce Building.

Management and Administration Training Program

The Management and Administration Staff develops and conducts courses in supervision and management for <u>all</u> <u>levels</u> of employees; in administrative procedures as they apply at Headquarters and in the Field; in Typing, Shorthand, Clerical Orientation, Office Management and related subjects.

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EXTERNAL TRAINING CYCLE

REQUIREMENTS
INFORMATION

AGENCY TRAINING
RECORD

SELECTION OF COURSE
SELECTION OF PARTICIPANTS

CRITIQUE

ENROLLMENT
OTR/COVER/OFFICE/SELF

ATTENDANCE
MONITORING BY OTR OF FULL-TIME
ACADEMIC TRAINING

FINANCIAL
ARRANGEMENTS

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ANNOUNCEMENTS OF TRAINING OPPORTUNITIES
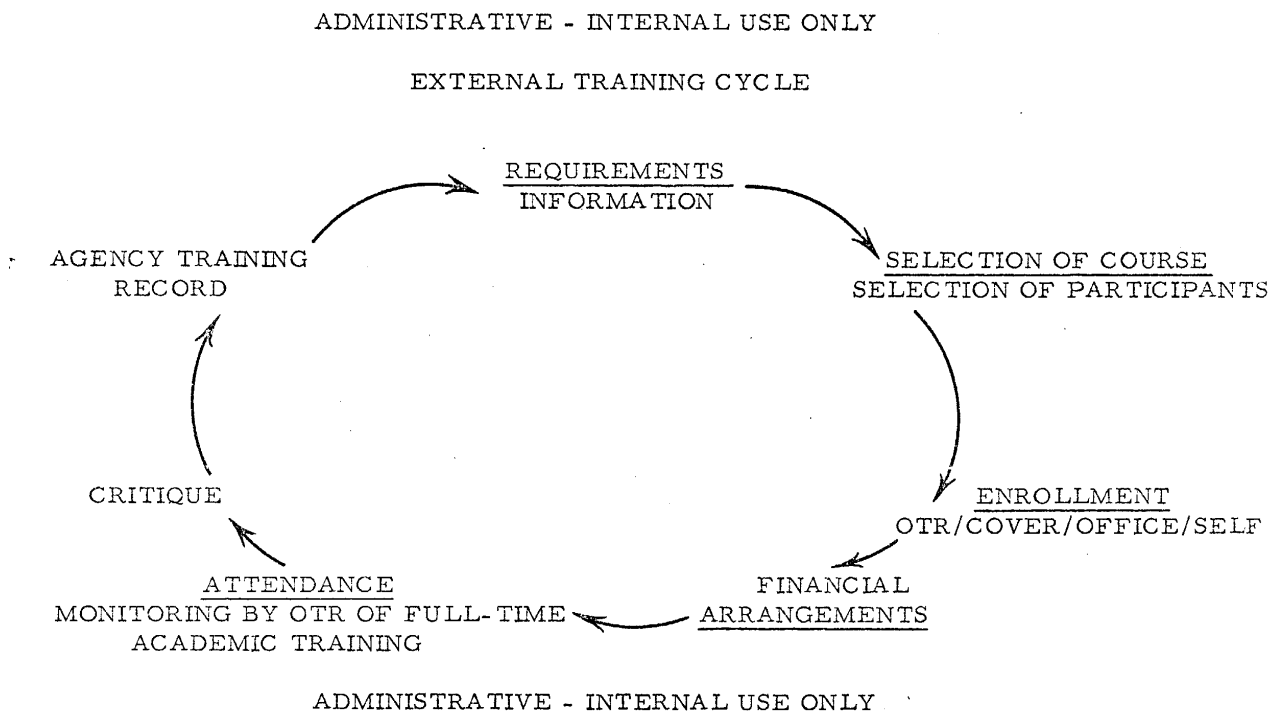
	FY 1971	FY 1972	FY 1973
RECEIVED	3,173	3,271	4,240
SELECTED FOR DISTRIBUTION TO TRAINING OFFICERS	1,469	2,282	2,210
TOTAL COPIES DISTRIBUTED			

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SUMMARY OF EXTERNAL TRAINING: FY 67 - FY 73

	FY 67	FY 68	FY 69	FY 70	FY 71	FY 72	FY 73
INSTANCES OF TRAINING	1861	2176	2769	2406	2643	2754	3015
COURSES	856	1250	1856	1688	1276	1348	1427
FACILITIES	216	226	199	194	254	277	287
COST	$700,000	$915,417	$1,129,800	$1,038,000	$1,179,000	$1,182,358	$1,359,103

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THE OFFICE OF TRAINING

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│ Services &   │ │Career Training│ │ Plans and    │ │ Special Asst.│
│ Registration │ │   Program     │ │ Development  │ │ for Operations│
│ Staff        │ │               │ │ Staff        │ │ Training     │
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 │ Language     │ │ Intelligence │ │ Functional   │ │              │
 │ Learning     │ │ Institute    │ │ Training     │ │              │
 │ Center       │ │              │ │ Division     │ │              │
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